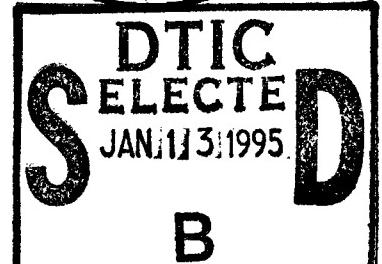


**UNITED STATES  
AIR FORCE**



**OCCUPATIONAL  
SURVEY REPORT**

FIRST SERGEANT

AFSC 8F000

AFPT 90-100-009

DECEMBER 1994

**OCCUPATIONAL ANALYSIS PROGRAM  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION and TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150-4449**

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the First Sergeant career ladder (Air Force Specialty Code (AFSC) 8F000, formerly AFSC 100X0). The project was requested by HQ USAF/DPPE to gather data that will help to (1) evaluate current training; (2) supply detailed job descriptions; (3) eliminate inconsistencies between what duties the commanders and Senior Enlisted Advisors (SEA) believe the First Sergeants should be performing and what they are performing. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products upon which this report is based are available for the use of operations and training officials.

The survey instrument was developed by Chief Master Sergeant Herschel L. Firebaugh. Ms. Lauri Odness analyzed the data and wrote the final report. Computer support for this project was provided by Master Sergeant Cornelia Wharton. Administrative support was provided by Ms. Tamme Lambert and Ms. Linda McDonald. This report has been reviewed and approved for release by Mr. Gerald R. Clow, Chief, Management Applications Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Copies of this occupational survey report are distributed to Air Staff sections, major commands, and other interested training management personnel (see distribution on page i). Additional copies and computer printouts from which this report was produced are available upon request to the Occupational Analysis Flight (OMY), Randolph AFB TX 78150-4449.

RICHARD C. OURAND, JR., Lt Col, USAF  
Commander  
Air Force Occupational Measurement Sq

JOSEPH S. TARRELL  
Chief, Occupational Analysis Flight  
Air Force Occupational Measurement Sq

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## SUMMARY OF RESULTS

1. Survey Coverage: Survey results are based on responses from 718 active duty First Sergeants and 207 Air National Guard (ANG) First Sergeants. This represents 67 percent active duty and 46 percent ANG of all eligible First Sergeants. Incumbents were surveyed across various major commands and paygrades.
2. AFMAN 39-2108 Specialty Description: The description in AFMAN 39-2108 for the First Sergeants career field provides a broad and accurate overview of the tasks and duties performed.
3. Analysis of Active Duty and ANG Personnel: Analysis revealed similarities and differences among personnel based on tasks performed and relative time spent on particular duties. Both active duty and ANG spend most of their time in unit administration and promotion of welfare and morale.
4. Training Analysis: The First Sergeant course curriculum requires only minor review by training personnel. Several tasks in the Tasks Not Referenced section need to be looked at for possible inclusion in the course.
5. Needs Analysis: Differences between what a commander and SEA believe a First Sergeant should be spending time performing and what First Sergeants actually are performing were only minor for both active duty and ANG.
6. Write-In Comments: Several respondents made comments related to establishing a supplemental clothing and event allowance for First Sergeants, who were spending an average of \$20 extra a month. Lack of promotion opportunities and developing additional counseling programs on domestic violence were also mentioned.
7. Job Satisfaction: Overall, respondents are generally satisfied with their jobs. Job satisfaction indicators are slightly higher when compared to other Command Support personnel. Job interest and sense of accomplishment are slightly higher than utilization of training and utilization of talents for both the active duty and ANG First Sergeant. Reenlistment intentions are high, with the retirement response somewhat high also, since there are several chief master sergeants in the sample.
8. MAJCOM Analysis: Analysis revealed no substantive differences between the MAJCOMs. The primary concentration of First Sergeants is found in Air Combat Command (ACC) for both active duty and ANG. Incumbents in all MAJCOMs spend the majority of their time performing unit administration tasks.
9. Implications: Analysis of the First Sergeants career field revealed personnel who were receiving training in tasks and duties which they performed in the field. The AFMAN 39-2108 Specialty Description is accurate, and job satisfaction is moderate to high. Need performance analysis revealed only minor differences in the agreement of SEAs and commanders with what the First Sergeants should be doing on their job.

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**OCCUPATIONAL SURVEY REPORT (OSR)  
FIRST SERGEANT CAREER LADDER  
(AFSC 8F000)**

**INTRODUCTION**

This report presents the results of an occupational survey of the First Sergeant career ladder completed by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron, in August 1994. A request to conduct this survey was made by HQ USAF/DPPE. The previous survey was completed in 1984. The intent of the present survey is to gather updated information about the career ladder and aid in the review of the course curriculum taught at the First Sergeant Academy at Maxwell AFB AL.

**SURVEY METHODOLOGY**

**Inventory Development**

The data collection instrument for this occupational survey was AF Job Inventory (JI), Air Force Personnel Test (AFPT) 90-100-009, dated June 1993. A task listing was prepared by the Inventory Developer after carefully reviewing task lists and current training documents and interviewing approximately 80 subject-matter experts (SMEs). Personnel at the following representative bases were interviewed: Minot AFB, Andrews AFB, Kelly AFB, Keesler AFB, Goodfellow AFB, Holloman AFB, for the active duty; McGhee/Tyson AB, Jackson MS ANGB, and Kelly AFB Air National Guard for the ANG representation.

This process resulted in the final JI containing 343 tasks organized under 6 duty headings. Also included was a background section requesting such information as grade, time-in service, job satisfaction, education, and financial expenses by First Sergeants.

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### Survey Administration

From November 1993 to May 1994, the Military Personnel Flights at operational bases worldwide administered the JI to 80 percent of the assigned active duty First Sergeants and 100 percent of the ANG First Sergeants. Members excluded from the sample were: (1) members retiring during the time inventories were administered to the field, (2) members in the job less than 6 weeks, and (3) members in the AFSC for less than 6 weeks. Participants were selected from a computer-generated mailing list.

Active duty and ANG First Sergeants who filled out the JI booklet first completed an identification and biographical information section and then checked each task performed in their current job. Next, members rated these tasks on a 9-point scale showing relative time spent on each task compared to all other tasks checked. Ratings ranged from 1 (very small amount of time) to 9 (very large amount of time).

To determine relative percentage of time spent for each task checked by the respondent, all of the ratings are assumed to account for 100 percent of his or her time spent on the job. The rating for each task is divided by the sum of all the ratings, then multiplied by 100 to provide a relative percentage of time for each task. This procedure provides the basis for comparing tasks in terms of both percent of members performing and average relative time spent.

### Survey Sample

Eighty percent of the active duty personnel and 100 percent of the ANG were administered survey booklets. Table 1 displays survey respondents and percentage of assigned by MAJCOMs for active duty personnel. Percent of assigned was not available for ANG personnel. Distribution by rank is found in Table 2. As illustrated in these tables, the survey sample is representative. The respondents in the final sample represent 67 percent of the active duty sample and 46 percent of the ANG sample.

**TABLE 1**  
**COMMAND DISTRIBUTION OF SURVEY SAMPLE**  
**(ACTIVE DUTY)**

<b>COMMANDS</b>	<b>PERCENT OF ASSIGNED*</b> <b>(N=1518)</b>	<b>PERCENT OF SAMPLE</b> <b>(N=718)</b>
ACC	31	32
AMC	16	15
AETC	13	13
USAFE	10	10
PACAF	9	9
AFMC	7	7
AFSPACECOM	7	7
AFIC	2	2
AFSOC	2	2

\* Assigned as of September 1993

NOTE: Columns may not add to 100 percent due to rounding

**TABLE 2**  
**DISTRIBUTION OF RANK BY SURVEY SAMPLE**

<b>RANK</b>	<b>PERCENT OF ACTIVE</b> <b>(N=718)</b>	<b>PERCENT OF ANG</b> <b>(N=207)</b>
MSGT	69	70
SMSGT	26	26
CMSGT	5	4

### Task Factor Administration

Experienced personnel were selected to complete a second booklet in addition to a JI. Personnel were asked to fill out a training emphasis (TE) booklet. The TE booklets are processed separately from the JIs and provide task rating information that is used in a number of different analyses discussed in more detail in the following sections of this report.

*Training Emphasis (TE)* is a rating of which tasks require structured training for first-assignment personnel. Structured training is training provided by resident technical school, field training detachments (FTDs), on-the-job-training (OJT), and any other organized training method. Experienced First Sergeants (master sergeants and above), completing TE booklets, were asked to rate tasks on a 10-point scale (from no TE to extremely high TE). Ratings were collected from 161 active duty First Sergeants. Each incumbent's ratings were compared to those of every other incumbent. Interrater reliability was calculated and found acceptable. The average TE rating for the First Sergeants is 2.92, with a standard deviation of 1.73. These data provide essentially a rank ordering of tasks, with the higher ratings perceived as most important for teaching in structured training.

TE ratings provide objective information that should be used along with percent members performing data when making training decisions. Percent members performing data provide information on how many personnel perform the tasks; TE ratings provide insight into which tasks need to be trained. Using these factors in conjunction with appropriate training documents and directives, training personnel can tailor training programs to accurately reflect the needs of the user by more effectively determining what, when, where, and how to train.

### Needs Inventory Administration

A First Sergeant's field resource manager is the wing senior enlisted advisor (SEA), and the First Sergeant normally reports to the unit commander. In the past, there has not always been agreement between what the First Sergeant is doing in the field and what the unit commanders and SEA feel they should be doing. A group of SEAs and commanders were asked to complete a third booklet. This part of the survey provided input on what tasks SEAs and commanders perceive the First Sergeant should be trained on and be performing. The results of this survey should clear up some of the differences. These booklets were processed separately from the JI and the TE booklets.

*Needs Inventory.* Each individual who received a needs inventory was asked to rate the relative need for performance by a First Sergeant on a 9-point scale (from extremely low (1) to extremely high (9)). "Relative Need" is defined as the need a First Sergeant has for doing a task compared with the need a First Sergeant has for doing other tasks. Need inventory ratings were collected from 778 commanders and 107 SEAs, active duty and ANG. Ratings were standardized and compared to tasks a First Sergeant is actually performing on the job. Differences will be discussed in detail in a following section.

## **JOB STRUCTURE ANALYSIS**

Within most career ladders, there are usually a number of distinct job differences. The jobs may vary due to the tasks being performed, time spent performing those tasks, or number of respondents performing a task. Background data, such as major command, organizational level, or job title, usually correlate with differences in tasks performed and can help explain differences. A detailed analysis of tasks performed and the time spent on these tasks by incumbents was generated. Differences between active duty and ANG were noted, but no distinct job differences were identified within the groupings. The groupings of incumbents within the active duty and ANG groups were highly similar on types of tasks performed. Some minor variations with the ANG group were noted, based on the relative time spent on various tasks.

Since the normal grouping process failed to identify distinct job differences within the groups, no further discussion will take place. The analysis will focus on the differences and similarities between active duty and ANG First Sergeants. The analysis will include job performance, job attitude, and relative background information.

## **ANALYSIS OF ACTIVE DUTY AND ANG PERSONNEL**

The active duty and ANG analysis reveals similarities and differences among personnel based on tasks performed and relative time spent on particular duties. Table 3 presents the relative time spent in each duty by active duty and ANG personnel. This table illustrates the pattern that both active duty and ANG spend the majority of their time in unit administration, with promoting morale, welfare, and maintaining discipline standards ranked secondary. Table 4 relates differences in tasks performed by the active duty and ANG First Sergeants.

**TABLE 3**  
**AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY  
ACTIVE AND ANG FIRST SERGEANT**

DUTIES	ACTIVE (N=718)	ANG (N=207)
A PROMOTING MORALE, WELFARE, RECREATION, AND HEALTH	28	25
B MAINTAINING DISCIPLINE STANDARDS AND QUALITY	22	22
C PREPARING AND PRESENTING INFORMATION PROGRAMS	11	13
D MANAGING DORMITORIES	3	1
E UNIT ADMINISTRATION	34	37
F ADMINISTER TRAINING	1	3

TABLE 4  
FIRST SERGEANT ACTIVE DUTY AND ANG DIFFERENCES  
(PERCENT MEMBERS PERFORMING)

TASKS		ACTIVE (N=718)	ANG (N=207)	DIFF
E269	REVIEW AF FORMS 3070 (NONJUDICIAL PUNISHMENT PROCEDURES)	91	7	84
A2	ADMINISTER UNIT BELOW-THE ZONE (BTZ) PROMOTION PROGRAMS	88	4	84
A37	NOTIFY UNIT MEMBERS OF RED CROSS MESSAGES CONCERNING FAMILY EMERGENCIES	96	22	74
A36	MONITOR QUALITY OF LIFE OF UNIT PERSONNEL AND THEIR DEPENDENTS	94	22	72
A66	VISIT UNIT PERSONNEL IN CONFINEMENT OR CORRECTIONAL CUSTODY	70	2	68
A76	ADVISE PERSONNEL OF THEIR LEGAL RIGHTS	93	36	57
<hr/>				
B106	MONITOR UNIT TRAINING ASSEMBLY (UTA) ATTENDANCE PARTICIPATION MAKEUP SESSIONS	10	84	-74
E169	ADMINISTER PAY DOCUMENTS FOR ANG UNITS	3	59	-56
E236	MONITOR PREPARATION OF INITIAL AND FOLLOW-UP NOTIFICATION LETTERS FOR MISSED UTAs	5	60	-55
E187	COORDINATE MISSED INACTIVE DUTY TRAINING RESCHEDULING	8	62	-54
B115	RECOMMEND DENIAL OF UTA AS DISCIPLINARY ACTION	11	52	-41
E223	MONITOR ELIGIBILITY OF PERSONNEL FOR COMMISSARY PRIVILEGE CARD	7	43	-36

Active Duty Personnel

The 718 active duty First Sergeants account for 78 percent of the survey sample, and an average of 190 tasks are performed. A wide range of unit administration and promoting morale, welfare, recreation, and health issues are performed. Examples of tasks are found in Table 5, they represent tasks related to working closely with enlisted personnel and commanders on EPRs, counseling personnel, and working closely with commanders to maintain a communication flow.

Comparison of grade within the active duty personnel revealed minor differences among E-7, E-8, and E-9. These related to an increase in administrative tasks dealing with unit administration and maintaining discipline as the rank progressed. Organization level showed no real differences among the active duty First Sergeants. Personnel have worked an average of 1 year in their present job and support an average of 20 people.

TABLE 5

REPRESENTATIVE TASKS PERFORMED BY FIRST SERGEANT - ACTIVE DUTY  
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
A10 ASSIST PERSONNEL IN RESOLVING PERSONAL PROBLEMS, COMPLAINTS, OR GRIEVANCES	98
A69 VISIT UNIT PERSONNEL IN WORK AREAS DURING ALL SHIFTS AND DUTY HOURS	97
B88 COUNSEL PERSONNEL ON FINANCIAL PROBLEMS, SUCH AS DEBTS, BANKRUPTCY, PERSONAL FINANCES, OR BAD CHECKS	97
A58 REPRESENT UNIT AT SOCIAL AND SPORTING EVENTS, SUCH AS LUNCHEONS, BANQUETS, HAIL AND FAREWELLS, OR RECOGNITION CEREMONIES	97
B87 COORDINATE VIOLATIONS OF STANDARDS OR DISCIPLINARY ACTIONS WITH SUPERVISORS REGARDING SUBORDINATES' PROBLEMS	96
E278 REVIEW ENLISTED PERFORMANCE REPORTS (EPRs)	94
D158 INSPECT DORMITORIES	94
E262 PROVIDE INPUTS TO COMMANDERS OR SUPERVISORS ON EPRs	93
C145 ESTABLISH AND MAINTAIN COMMUNICATIONS FLOW WITH COMMANDERS AND UNIT PERSONNEL	92
E201 DOCUMENT COUNSELING SESSIONS	90

ANG Personnel

The 207 ANG First Sergeant personnel spend 37 percent of their time in unit administration, which is slightly higher than the active duty time spent, and spend 25 percent in promoting welfare, morale, recreation and health issues, which is slightly lower than the active duty. They perform an average of 104 tasks and spend 22 percent of their time in tasks relating to maintaining discipline. Examples of tasks are found in Table 6. Personnel work closely with several dependent care programs and counsel personnel on military customs and personal problems.

Comparisons of grade level within the ANG revealed just the opposite of the active duty, in that E-9s perform more tasks related to promoting welfare and less tasks related to unit administration and maintaining discipline than the E-7 and E-8. They supervise an average of 4 individuals, have an average of 4 years on the job, and support an average of 20 people.

TABLE 6  
REPRESENTATIVE TASKS PERFORMED BY FIRST SERGEANT - ANG  
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING
A3 ADMINISTER UNIT DEPENDENT CARE PROGRAM	92
A10 ASSIST PERSONNEL IN RESOLVING PERSONAL PROBLEMS, COMPLAINTS, OR GRIEVANCES	90
B89 COUNSEL PERSONNEL ON MILITARY CUSTOMS, COURTESIES, CONDUCT, OR APPEARANCE	89
E233 MONITOR PHYSICAL FITNESS OR WEIGHT CONTROL PROGRAMS	85
A55 PROVIDE RECOGNITION OF UNIT PERSONNEL, SUCH AS VERBAL THANKS OR LETTERS OF APPRECIATION	80
E208 IMPLEMENT DEPENDENT CARE CERTIFICATION ACTIONS	79
B85 COORDINATE URINALYSIS TESTING OF UNIT PERSONNEL	79
C147 PARTICIPATE IN BASE FIRST SERGEANT COUNCIL MEETING	59
E169 ADMINISTER PAY DOCUMENTS FOR ANG UNITS	58
A44 PERFORM CEREMONIAL FUNCTIONS, SUCH AS PRESENTING OR RECEIVING AWARDS AS UNIT REPRESENTATIVE	57

#### COMPARISON OF SURVEY DATA TO AFMAN 39-2108 SPECIALTY DESCRIPTION

Survey data were compared to the AFMAN 39-2108, Specialty Description, for First Sergeant effective 30 April 1994. The comparison revealed that the specialty description is an accurate depiction of the actual jobs and tasks performed in the career ladder.

### Training Analysis

Occupational survey data provide one of several sources of information that can be used to make training programs pertinent and meaningful to students. The types of occupational survey information that are most commonly used include: (1) TICF (1-48 months) personnel percent members performing tasks and (2) the ratings of emphasis that should be placed on tasks for training. These data can be used in examining training documents, in this case, the First Sergeants school course curriculum. To aid in the examination of the First Sergeant resident course documents, personnel at the First Sergeant school at Maxwell AFB matched JI tasks to appropriate sections of the course curriculum. With this matching, comparisons of survey data to the training document were accomplished. A complete computer listing displaying percent members performing and TE data, along with the match, will be forwarded to the school for further detailed review of course curriculum. A summary of this information is presented below.

#### TE Data

TE is one factor that can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings are based on the judgment of senior SMEs in the field. A rank ordering is provided for those tasks in the JI considered important for training for first-job personnel for the First Sergeants (see Table 7 for top TE tasks). When TE is combined with percent members performing, comparisons can be made to determine if changes in training are necessary.

While reviewing these sections of this report, note those tasks with moderate to high percent members performing and high in TE may warrant resident training. Those tasks with high TE ratings, but low in percent members performing, may be more appropriately planned for OJT programs within the career field. Low task factor ratings may highlight tasks best omitted from the formal training program. (For a more detailed explanation of TE ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.)

**TABLE 7**  
**TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE) FOR ACTIVE DUTY  
 FIRST SERGEANT**

TASKS	TRAINING EMPHASIS (N=161)	PERCENT MEMBERS PERFORMING (N=718)
B109 PERFORM ON-SCENE INTERVENTION IN DOMESTIC DISTURBANCES	7.27	86
A3 ADMINISTER UNIT DEPENDENT CARE PROGRAMS	6.97	97
B100 IMPLEMENT COMMANDER DIRECTED DISCIPLINARY ACTIONS, SUCH AS ARTICLE 15, UNIFORM CODE OF MILITARY JUSTICE (UCMJ) PUNISHMENT	6.88	89
A10 ASSIST PERSONNEL IN RESOLVING PERSONAL PROBLEMS, COMPLAINTS, OR GRIEVANCES	6.68	98
B70 ADMINISTER ADMONITIONS AND LETTERS OF REPRIMAND	6.60	97
B116 RECOMMEND DISCIPLINARY OR CORRECTIVE ACTIONS, SUCH AS ADMONITIONS, LETTERS OF REPRIMANDS, OR ARTICLE 15, UCMJ	6.58	97
B88 COUNSEL PERSONNEL ON FINANCIAL PROBLEMS, SUCH AS DEBTS, BANKRUPTCY, PERSONAL FINANCES, OR BAD CHECKS	6.58	97
B71 ADMINISTER CORRECTIVE ACTIONS FOR BREACHES OF DISCIPLINE OR STANDARDS	6.21	94
E255 PREPARE DOCUMENTATION TO SUBSTANTIATE NONJUDICIAL PUNISHMENT ACTIONS	6.19	77
A56 REFER AND ESCORT POTENTIAL SUICIDE VICTIMS TO MEDICAL OR MENTAL HEALTH AUTHORIZES	6.17	81
B122 RESPOND TO COMPLAINTS OF INDEBTEDNESS, BAD CHECKS, OR NONSUPPORT OF DEPENDENTS	6.09	97

Average Training Emphasis = 2.92, with SD of 1.73 (High = 4.65)

### Course Curriculum Analysis

A comprehensive review of the course curriculum compared course items in Areas I to IV to the survey data. Area 0 in the course was not matched due to it referring to course administration instructions. Course items are reviewed in terms of TE and percent members performing, as stipulated in AETCR 52-22.

The guidance provided in AETCR 52-22 has successfully directed several AETC training program revisions. The training manager for First Sergeants may consider using guidelines provided in this regulation when reviewing the course curriculum. Tasks that were performed by 30 percent or more of personnel in the 1-48 months' TICF for First Sergeants should be considered for inclusion in the course curriculum. Likewise, tasks with less than 30 percent performing by these groups should be considered for deletion from the course curriculum.

Overall, survey data supported the course curriculum in Areas I to IV. There were several technical tasks in the Tasks Not Referenced section to the course curriculum that should be looked at for consideration to include them in the course. Table 8 references the active duty tasks, and Table 9 references the ANG tasks.

TABLE 8

**EXAMPLES OF TASKS PERFORMED BY 30 PERCENT OR MORE  
ACTIVE DUTY FIRST SERGEANT NOT REFERENCED TO THE  
COURSE CURRICULUM**

TASKS	1-48 MOS TICF (N=438)	TE* (N=161)
C147 PARTICIPATE IN BASE FIRST SERGEANT COUNCIL MEETINGS	97	3.37
A4 ADVISE OR ASSIST MILITARY MEMBERS OR DEPENDENTS DURING EMERGENCIES OR FAMILY SEPARATIONS	96	5.88
A30 IMPLEMENT PROGRAMS TO IMPROVE MORALE OR QUALITY OF LIFE	92	5.11
A31 IMPLEMENT QUALITY IMPROVEMENT PROGRAMS FOR FIRST SERGEANT AREA OF RESPONSIBILITY	82	5.24
C148 PARTICIPATE IN WING OR GROUP COMMANDER'S FIRST SERGEANT MEETING	82	3.14
E195 DEVELOP METHODS OR PROCEDURES FOR FIRST SERGEANT ADMINISTRATIVE ACTIONS	74	3.72
A66 VISIT UNIT PERSONNEL IN CONFINEMENT OR CORRECTIONAL CUSTODY	67	3.18
A9 ASSIST IN NOTIFYING FAMILIES OF DECEASED	52	5.66

Average Training Emphasis = 2.92, with SD of 1.73 (High = 4.65)

**TABLE 9**  
**EXAMPLES OF TASKS PERFORMED BY 30 PERCENT OR MORE  
 ANG FIRST SERGEANT NOT REFERENCED TO THE  
 COURSE CURRICULUM**

TASKS	1-48 MOS TICF (N=108)	TE* (N=161)
A6      BRIEF UNIT COMMANDER OR SUPERVISORS ON MORALE ISSUES CAUSED BY MANNING PROBLEMS	73	3.53
C147    PARTICIPATE IN BASE FIRST SERGEANT COUNCIL MEETINGS	57	3.37
A4      ADVISE OR ASSIST MILITARY MEMBERS OR DEPENDENTS DURING EMERGENCIES OR FAMILY SEPARATIONS	96	5.88
A30     IMPLEMENT PROGRAMS TO IMPROVE MORALE OR QUALITY OF LIFE	92	5.11
A32     MONITOR AVAILABILITY OF DEPLOYMENT LOGISTICS	38	2.50

Average Training Emphasis = 2.92, with SD of 1.73 (High = 4.65)

#### Needs Analysis

The results of the Need Performance Analysis revealed only minor differences between the tasks that the 778 commanders and 107 SEAs believed that a First Sergeant should be performing and what a First Sergeant is actual performing in the field.

Active duty personnel perform tasks related to organizing community and military functions and selling tickets. The commanders and SEAs believe that First Sergeants should not spend their time on these related tasks, but spend more time performing tasks such as developing job descriptions, reviewing serious incidents, and briefing the commander. Table 10 reveals performance versus needs for the active duty personnel.

The ANG commanders and SEAs believe a First Sergeant should work closely with the Red Cross and monitoring quality of life. The First Sergeants spend time in the areas of dependent care programs, monitoring files and other special programs, areas in which commanders and SEAs believed that less time should be spent. Table 11 reveals performance versus needs for the ANG personnel.

TABLE 10  
FIRST SERGEANT ACTIVE DUTY PERFORMANCE VS NEEDS

TASKS		PERCENT MEMBERS PERFORMING	ADJUSTED NEEDS RATINGS	PERFORMANCE VS NEEDS
A21	DISTRIBUTE OR SELL TICKETS FOR SOCIAL OR CEREMONIAL FUNCTIONS	94	35	59
A40	ORGANIZE RECREATIONAL PROGRAMS, SUCH AS SPORTS OR SOCIAL EVENTS	76	38	38
C153	REVIEW MINUTES OR COUNCILS, BOARDS, COMMITTEES, OR PANELS	83	47	36
A39	ORGANIZE MILITARY FUNCTIONS, SUCH AS DINING-OUT, RETIREMENTS, FAREWELLS, OR RECOGNITION CEREMONIES	93	58	35
A29	IMPLEMENT COMMUNITY PROGRAMS, SUCH AS FUND DRIVES, BLOOD DRIVES, OR OPEN HOUSES	75	41	34
C154	REVIEW OR COORDINATE ON OFFICIAL CORRESPONDENCE , MESSAGES, REPORTS STUDIES, OR ANALYSIS	76	42	34
A28	HOST VISITORS TO ORGANIZATION	75	42	33

TABLE 10 (CONTINUED)  
FIRST SERGEANT ACTIVE DUTY PERFORMANCE VS NEEDS

TASKS		PERCENT MEMBERS PERFORMING	ADJUSTED NEEDS RATINGS	PERFORMANCE VS NEEDS
E271	REVIEW AF FORMS 3212 (RECORD OF SUPPLEMENTARY ACTION UNDER ARTICLE 15, UCMJ)	57	80	-23
B128	TESTIFY AT COURT-MARTIAL OR BOARD PROCEEDING	47	70	-23
B125	REVIEW SERIOUS INCIDENT REPORTS TO HIGHER HEADQUARTERS	39	63	-24
E172	ASSIGN IMMEDIATE SUBORDINATES TO DUTY POSITIONS	33	57	-24
E197	DEVELOP OR MAINTAIN DUTY SCHEDULES FOR IMMEDIATE SUBORDINATES	31	57	-26
E177	CONDUCT PERFORMANCE FEEDBACK WORKSHEET (PFW) EVALUATION SESSIONS FOR IMMEDIATE SUBORDINATES	55	81	-26
E193	DEVELOP JOB DESCRIPTION FOR IMMEDIATE SUBORDINATES	34	61	-27
B79	BRIEF COMMANDERS ON SERIOUS INCIDENTS REQUIRING HEADQUARTERS NOTIFICATIONS	53	86	-33

TABLE 11  
FIRST SERGEANTS ANG PERFORMANCE VS NEEDS

TASKS	PERCENT MEMBERS PERFORMING	ADJUSTED NEEDS RATINGS	PERFORMANCE VS NEEDS
A21 DISTRIBUTE OR SELL TICKETS FOR SOCIAL OR CEREMONIAL FUNCTIONS	57	23	34
A3 ADMINISTER UNIT DEPENDENT CARE PROGRAMS	92	74	18
B85 COORDINATE URINALYSIS TESTING OF UNIT PERSONNEL	79	62	17
B73 ADMINISTER WEIGHT CONTROL PROGRAMS	73	58	15
E233 MONITOR PHYSICAL FITNESS OR WEIGHT CONTROL PROGRAMS	85	71	14
A13 ATTEND UNIT SOCIAL OR SPORTS EVENTS	88	75	13
E208 IMPLEMENT DEPENDENT CARE CERTIFICATION ACTIONS	79	66	13

TABLE 11 (CONTINUED)  
FIRST SERGEANT ANG PERFORMANCE VS NEEDS

TASKS	PERCENT MEMBERS PERFORMING	ADJUSTED NEEDS RATINGS	PERFORMANCE VS NEEDS
A36 MONITOR QUALITY OF LIFE OF UNIT PERSONNEL AND THEIR DEPENDENTS	22	69	-47
A32 IMPLEMENT QUALITY IMPROVEMENT PROGRAMS FOR FIRST SERGEANT AREA OF RESPONSIBILITY	41	91	-50
B84 COORDINATE SUSPECTED OF KNOWN DRUG OR ALCOHOL ABUSE WITH COMMANDERS OR BASE AGENCIES	21	71	-50
A60 REQUEST RED CROSS CONFIRMATION OF FAMILY EMERGENCIES	11	61	-50
A9 ASSIST IN NOTIFYING FAMILIES OF DECEASED UNIT MEMBERS	14	65	-51
B78 BRIEF COMMANDERS ON INCIDENTS WHICH AFFECT SECURITY CLEARANCES OR PERSONAL RELIABILITY PROGRAM (PRP) STATUS	20	72	-52
A37 NOTIFY UNIT MEMBERS OR RED CROSS MESSAGES CONCERNING FAMILY EMERGENCIES	22	76	-54
B79 BRIEF COMMANDERS ON SERIOUS INCIDENTS REQUIRING HIGHER HEADQUARTERS NOTIFICATION	22	83	-61

## **WRITE-IN COMMENTS**

Respondents were invited to write in any comments related to their job on the back of their inventory booklets. Several comments noted were related to establishing a supplemental clothing and events allowance for First Sergeants. Background data that were collected in the inventory reveal that the sample is spending approximately \$20 extra a month each on clothing and events.

Dissatisfaction with promotions within the First Sergeant career field was another write-in comment, with the background section showing that 41 percent were dissatisfied with promotions and career programs. Developing additional counseling skills, especially concerning domestic violence, was also addressed in several write-in comments.

## **JOB SATISFACTION**

Comparisons of group perceptions of their jobs provide career field managers with a means toward understanding some of the factors affecting job performance. These perceptions are gathered from incumbents' responses to five job satisfaction questions covering job interest, perceived utilization of training and talents, sense of accomplishment, and reenlistment plans. The responses of the current sample are then analyzed by making several comparisons: (1) between active duty and ANG total sample and (2) among TICF groups of a comparative sample of personnel from other command support AFSCs surveyed in 1992.

As indicated in Table 12, across the total sample, job satisfaction indicators are similar for both active duty and ANG. Greater than 90 percent of each group rated job interest and sense of accomplishment high. Utilization of talents and utilization of training for ANG and active duty ranged between medium to high. The majority of both ANG and active duty plan to reenlist.

Comparisons were also made with job satisfaction indicators to a sample group from other command support AFSCs surveyed in 1992. These data give a relative measure of how job satisfaction of First Sergeants compares with that of similar Air Force specialties. Personnel in 1-48 months' TICF were compared. The survey sample responded more favorably in most of the job satisfaction areas than the comparative sample. Table 13 shows these comparisons.

TABLE 12  
JOB SATISFACTION INDICATORS AMONG TOTAL SURVEY SAMPLE  
(PERCENT MEMBERS PERFORMING)

	ACTIVE (N=718)	ANG (N=207)
<b><u>EXPRESSED JOB INTEREST:</u></b>		
INTERESTING	96	98
SO-SO	2	1
DULL	1	-
<b><u>PERCEIVED USE OF TALENTS:</u></b>		
EXCELLENT TO PERFECT	57	43
FAIRLY TO VERY WELL	42	55
NONE TO VERY LITTLE	1	2
<b><u>PERCEIVED USE OF TRAINING:</u></b>		
EXCELLENT TO PERFECT	47	32
FAIRLY TO VERY WELL	52	63
NONE TO VERY LITTLE	3	5
<b><u>SENSE OF ACCOMPLISHMENT:</u></b>		
SATISFIED	94	96
NEITHER	1	1
DISSATISFIED	4	3
<b><u>RENLISTMENT INTENTIONS:</u></b>		
WILL RETIRE	34	22
PROBABLY NO OR NO	9	2
PROBABLY YES OR YES	57	76

NOTE: Columns may not add to 100 percent due to nonresponse or rounding

TABLE 13

COMPARISON OF JOB SATISFACTION INDICATORS DATA BY FIRST SERGEANTS  
AND COMPARATIVE SAMPLE GROUP (1-48 MOS TICF)  
(PERCENT MEMBERS PERFORMING)

	COMMAND SUPPORT (N=718)	FIRST SERGEANT (N=207)
<b><u>EXPRESSED JOB INTEREST:</u></b>		
INTERESTING	72	96
SO-SO	18	2
DULL	10	1
<b><u>PERCEIVED USE OF TALENTS:</u></b>		
EXCELLENT TO PERFECT	17	57
FAIRLY TO VERY WELL	64	42
NONE TO VERY LITTLE	18	1
<b><u>PERCEIVED USE OF TRAINING:</u></b>		
EXCELLENT TO PERFECT	15	7
FAIRLY TO VERY WELL	61	52
NONE TO VERY LITTLE	25	3
<b><u>SENSE OF ACCOMPLISHMENT:</u></b>		
SATISFIED	68	94
NEITHER	11	1
DISSATISFIED	21	4
<b><u>REENLISTMENT INTENTIONS:</u></b>		
WILL RETIRE	12	34
PROBABLY NO OR NO	56	9
PROBABLY YES OR YES	31	57

\* Comparative sample is composed of Command Support AFSCs surveyed in 1992 (includes AFSCs 260X1, 3S1X1A, 3S1X1B)

NOTE: Columns may not add to 100 percent due to nonresponse or rounding

## ANALYSIS OF MAJOR COMMAND (MAJCOM) RESPONSES

Occupational survey data can be used in examining differences in duty and task performance data across MAJCOMs. Highlighting these differences may identify any specific MAJCOM training needs. Generally, the job descriptions for the MAJCOMs basically are the same for active duty and ANG First Sergeants. Minor differences were noted. Table 14 and Table 15 show the differences.

The primary concentration of active duty First Sergeants (32 percent) was located in Air Combat Command (ACC). Fifty-four percent of ANG in the sample were located at ACC. All active duty personnel in all the MAJCOMs spend the majority of their time performing unit administration rated tasks. At least 22 percent of their time is spent maintaining discipline and standards and 25 percent or more promoting morale and welfare related tasks. The ANG personnel in all the MAJCOMs spend the majority of their time in unit administration, with the exception of AETC, which only accounted for three people. The slight differences between ANG and active duty MAJCOM personnel are mostly due to the small number of representatives in some of the MAJCOMs.

TABLE 14  
FIRST SERGEANT ACTIVE DUTY MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)

DUTIES	USAFE (N=73)	AETC (N=94)	PACAF (N=64)	AFIC (N=15)	AFSC (N=10)
A PROMOTING MORALE, WELFARE, RECREATION, AND HEALTH	28	28	27	25	26
B MAINTAINING DISCIPLINE STANDARDS AND QUALITY	22	22	23	23	22
C PREPARING AND PRESENTING INFORMATION PROGRAMS	12	10	12	11	11
D MANAGING DORMITORIES	3	3	3	2	2
E UNIT ADMINISTRATION	34	35	34	37	37
F ADMINISTER TRAINING	1	2	1	1	1

Others included: AFOSI, USAFA, ARPC, AFRES, AFC4A, AFTAC, AWS, AFDW, 7THCG, STRATCOM, ELM

NOTE: Columns may not add to 100 percent due to rounding

TABLE 14 (CONTINUED)

**FIRST SERGEANT ACTIVE DUTY MAJCOM COMPARISONS**  
**(PERCENT MEMBERS PERFORMING)**

DUTIES	ACC (N=232)	AMC (N=111)	AFMC (N=47)	SPACECOM (N=50)	OTHER (N=22)
A PROMOTING MORALE, WELFARE, RECREATION, AND HEALTH	28	29	29	27	28
B MAINTAINING DISCIPLINE STANDARDS AND QUALITY	22	22	24	23	22
C PREPARING AND PRESENTING INFORMATION PROGRAMS	11	11	11	11	11
D MANAGING DORMITORIES	2	3	3	3	2
E UNIT ADMINISTRATION	35	34	33	33	33
F ADMINISTER TRAINING	1	1	1	1	1

Others Included: AFOSI, USAFA, ARPC, AFRES, AFC4A, AFTAC, AWS, AFDW, 7THCG, STRATCOM, ELM

NOTE: Columns may not add to 100 percent due to rounding

TABLE 15

**FIRST SERGEANT ANG MAJCOM COMPARISONS**  
**(PERCENT MEMBERS PERFORMING)**

DUTIES	AETC (N=3)	PACAF (N=4)	AFSOC (N=3)	AFMC (N=3)
A PROMOTING MORALE, WELFARE, RECREATION, AND HEALTH	49	33	16	23
B MAINTAINING DISCIPLINE STANDARDS AND QUALITY	19	24	26	45
C PREPARING AND PRESENTING INFORMATION PROGRAMS	8	11	16	16
D MANAGING DORMITORIES	-	-	-	-
E UNIT ADMINISTRATION	22	30	42	33
F ADMINISTER TRAINING	1	1	1	3

Others included: AFOSI, USAFA, ARPC, AFRES, AFC4A, AFTAC, AWS, AFDW, 7THCG, STRATCOM, ELM

NOTE: Columns may not add to 100 percent due to rounding

**TABLE 15 (CONTINUED)**  
**FIRST SERGEANTS ANG MAJCOM COMPARISONS**  
**(PERCENT MEMBERS PERFORMING)**

DUTIES	ACC (N=119)	AMC (N=31)	OTHER (N=44)
A PROMOTING MORALE, WELFARE, RECREATION, AND HEALTH	25	25	23
B MAINTAINING DISCIPLINE STANDARDS AND QUALITY	22	20	21
C PREPARING AND PRESENTING INFORMATION PROGRAMS	13	13	12
D MANAGING DORMITORIES	-	-	3
E UNIT ADMINISTRATION	37	38	40
F ADMINISTER TRAINING	3	3	-

Others included: AFOSI, USAFA, ARPC, AFRES, AFC4A, AFTAC, AWS, AFDW, 7THCG, STRATCOM, ELM

NOTE: Columns may not add to 100 percent due to rounding

**COMPARISON OF CURRENT FIRST SERGEANT (AFSC 8F000) OSR  
WITH THE PREVIOUS OSR**

One of the most significant changes occurring in this career field since the last survey (1984) was the merging of the SDI 99607 (Medical First Sergeant) with 100X0 (First Sergeant) AFSC. In the last OSR and the recent one, no significant job groupings were found; all the First Sergeants were performing similar tasks. The previous survey reported job satisfaction indicators to be very high for job interest, utilization of talent, and utilization of training, with the current survey having utilization of talent and utilization of training somewhat lower. Both surveys showed high concentration on tasks involving promoting morale, welfare, recreation and health. Some of the responsibilities in the previous study in the area of training and unit administration were not being performed by First Sergeants in the recent study, which showed a small difference in tasks performed.

## IMPLICATIONS

The primary purpose of this OSR is to assist in the evaluation and update of training requirements and to eliminate inconsistencies between the duties commanders and SEAs believe a First Sergeant should be performing and what they are actually performing.

The AFMAN 39-2108 Specialty Description for the First Sergeant specialty was analyzed to determine the adequate coverage of the career field. Overall, the findings of this survey provided accurate and comprehensive coverage of the duties of the 8F000.

Analysis of the training document revealed the course curriculum needs only minor review. Several tasks in the Tasks Not Referenced section need to be looked at by the school instructors to consider for inclusion in the course.

The examination of responses to job satisfaction questions revealed that satisfaction for job interest and sense of accomplishment is high, ratings for utilization of training and utilization of talents are somewhat lower for active duty and ANG First Sergeants. Job satisfaction indicators for First Sergeants (1-48 months' TICF), compared to similar AFSCs, revealed a favorable response in most of the job satisfaction areas.

First Sergeants revealed in their write-in comments several concerns related to their jobs. Dissatisfaction with promotions within the career field, wishes to establish a supplemental clothing and event allowance for active First Sergeants, and receiving additional counseling in the area of domestic violence were several of the related comments.

The analysis of the differences between what First Sergeants are performing in their job and what commanders and SEAs feel they should be performing is only slight. The active duty First Sergeants are performing more in the areas of promoting morale and welfare and presenting information programs, than what commanders and SEAs feel they should. The ANG First Sergeant is performing more in the areas of maintaining discipline and unit administration than the commanders and SEAs feel they should.

Both the active duty and ANG First Sergeants spend the majority of their time in unit administration. Slight differences in number of tasks performed, number supervised, and paygrades were found between the active duty and ANG First Sergeants.

The findings of this OSR come directly from data collected from a sample of 718 active duty First Sergeants and 207 ANG First Sergeants worldwide. The outcome of this study is available to training and utilization personnel, plus other interested parties having the need for such information. These data will provide an excellent tool in all training and utilization decisions.